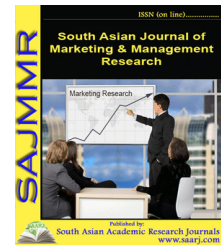




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CORRELATION BETWEEN JOB MOTIVATION AND ORGANIZATIONAL JUSTICE WITH BURN OUT OF EMPLOYEES OF IMAM KHOMEINI HOSPITAL IN AMOL CITY

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ABSTRACT

Background and Aim: The aim of this study was to investigate the correlation between job motivation and organizational justice with burnout of staff of Imam Khomeini Hospital in Amol. **Materials and Methods:** The present study is applied in terms of purpose and descriptive in terms of method and survey research. The statistical population of this study is all managers and staff of Imam Khomeini Hospital in Amol, 183 of whom were selected using Cochran's formula and stratified random sampling. The data collection tool was questionnaire whose reliability was confirmed by Cronbach's alpha coefficient and its content validity was confirmed by experts. Normal distribution of data was confirmed by Kolmogorov-Smirnov test (K-S) and data analysis was performed by structural equation test and SPSS22 and Amos22 software. **Results:** The results of data analysis confirm all research hypotheses. For this purpose, job motivation has a positive and significant effect on burnout with a coefficient of 0.4. Organizational justice has a negative and significant effect on burnout with a coefficient of 0.43. Organizational justice has a positive and significant effect on job motivation with a coefficient of 0.64. (At 95% confidence level) **Conclusion:** Observing fairness and justice has had a positive and significant effect on reducing employee burn out, so managers in this field should provide sufficient time and capital in the material and physical fields to obtain specialized work information, so that employees can Perform behaviors beyond their responsibility to perform constructive desire.

KEYWORDS: Job Motivation, Organizational Justice, Job Burnout, Imam Khomeini Hospital, Amol

INTRODUCTION

Today, the health sector is one of the most important areas of sustainable development in human societies due to its direct relationship with human health, which requires a healthy, fresh and

highly motivated medical staff [1]. According to the findings of previous studies, the nature of hospital work and chronic exposure to job stress in it, is the strongest factor of employee job dissatisfaction in this type of job [2], exposure to stresses such as patient mortality, high workload, Work shifts and night shifts, and more recently the fear of contracting infectious diseases, have made treatment staff more susceptible to burnout syndrome. Burnout is a term used to describe negative changes in the attitudes, moods and behaviors of people who are exposed to work-related stress [3]. Job burnout is considered as a psychological syndrome consisting of three dimensions of emotional fatigue, metamorphosis and decreased personal performance that result from chronic job stress [4]. By this definition, Maslach presents a three-dimensional concept of burnout. The component of emotional exhaustion, which is related to the loss of personal emotional energy, is the component of depersonalization, the negative and gross response to people who are usually recipients of service from an individual. Decreased personal performance is a reduction in the feeling of personal success. In this case, perceived success replaces personal success [5]. In this regard, the most common and practical theory cited in the study of job motivation is Herzberg theory. Herzberg believes that job motivation is influenced by internal or mental factors and external or health factors (motivating factors) that motivate motivation that can be used in programs to improve the quality of performance of the organization [6]. Factors affecting job motivation include salaries and benefits, enthusiasm in the workplace, job security, interest in the job and appropriate social relationships in the workplace, the nature of work, appreciation and interestingness of work [7]. Job motivation is not separate from developmental, social and physiological needs and these needs must be met, and the reason for everyone to do a job is to have a stimulus to advance it, and every organization needs a motivated force to achieve its goals. Lack of motivation has reduced the efficiency of the individual in the organization [8]. Also, lack of motivation causes absenteeism in the work place and reduces the quality and quantity and in some cases dissatisfaction in accepting work shifts [9]. The results of studies have shown that long working hours, excessive work shifts, lack of pay, lack of job security, lack of job independence and insufficient resources, have been suggested as factors related to motivation and despair in hospital staff [10]. In the findings of studies of Nazerpour et al., It was found that job motivation and job burnout have a significant negative relationship [4-2]. The efficiency and development of any organization largely depends on the correct use of human resources. The larger the companies and organizations, the greater the problems of this huge force [11]. Organizations are social and purposeful devices whose sustainability depends on the existence of a strong link between components and constituent elements. Perceptions of injustice in the organization can have devastating effects on collective work ethic; because it affects the effort of human resources and motivation of employees [12]. Duffy acknowledges that organizational justice addresses how employees should be treated in order to feel treated fairly. [13] One of the most important job issues, usually in response to job and organizational stress, is It is seen among the employees of organizations, the phenomenon of burnout. The results of previous research have shown that employees who suffer from burnout in their jobs, less productivity and efficiency and as a result show less participation, which directly affects the organization. Therefore, according to the stated topics; This study seeks to answer the question that what effect do job motivation and organizational justice have on the burnout of employees of Imam Khomeini Hospital in Amol?

Motivation is a broad concept. It includes several other terms that describe the factors that influence the source of energy and guide our behavior, such as needs, interests, values, tendencies, passions, and incentives. The term motivation is originally derived from the Latin

root "Moveve" and means stimulation. Motivation is literally the source of the noun and means to motivate and motivate. But from the point of view of experts, it is the inner states of a living being that lead its behavior to a specific goal [14]. For Martin, motivation is a force that reinforces behavior and movement in the direction of the goal. This definition states that in order to achieve a secure goal, individuals must be satisfactory and energetic and clearly state their purpose [15]. Theories of social justice suggest that individuals react to any unjust relationship by showing negative feelings and behaviors [16]. Therefore, according to the cases, the present study was conducted with the aim of correlating job motivation and organizational justice with burnout of employees of Imam Khomeini(AS) Amol State Hospital.

Methodology

The present study is completely practical and descriptive based on the data collection and analysis, according to the purpose of investigating the correlation between job motivation and organizational justice with burnout in the staff of Imam Khomeini State Hospital in Amol. The statistical population of this study is all staff (official, contractual and contractual) of Imam Khomeini Hospital in Amol in 1398 and 350 people. Due to the limited statistical population, using the Cochran's formula of limited communities, the number of samples equal to 183 people was explained. Based on the number of wards in the hospital, some respondents were selected by stratified random sampling. The data collection tool in this study is a question naire with 5 Likert options. For this purpose, Wright[14], Niehoff and Moorman[17] and Maslach

[14] scales were used to measure the structures of job motivation, organizational justice and burnout, respectively.

TABLE1. STRUCTURE OF THE QUESTION NAIRE

source of the questionnaire	Total questions	Dimensions of the variable	Study variables
Wright(2004)	3Questions	Diversity of skills	Job Motivation
	3Questions	Duty identity	
	3Questions	Importance of duty	
	3Questions	Independence	
	3Questions	Feedback on the results	
Niehoff&Moorman(1994)	6Questions	Procedural justice	Organizational Justice
	5Questions	Distributive justice	
	9Questions	Interactive justice	
Maslach(1985)	5Questions	Emotional fatigue	Burnout
	9Questions	Personal performance	
	6Questions	Transfiguration	
	5Questions	Job Involvement	

The validity of the content of the questionnaire was confirmed by some knowledgeable professors in this field and its reliability was confirmed by Cronbach's alpha coefficient. It has been used in Iranian societies before. The reliability of his research questionnaire was 0.85 for burnout and 0.89 for job motivation. In the present study, according to Table 2, the reliability of the questionnaire was 0.344 for burnout and 0.789 for job motivation, respectively. The

organizational justice questionnaire was previously used by Mehri et al. (2013). Cronbach's alpha in his research for the organizational justice questionnaire was 0.94, in the present study Nir was equal to 0.814.

TABLE 2: CRONBACH'S ALPHA RESULTS FOR EACH OF THE RESEARCH CONSTRUCTS

Cronbach's alpha	Variable name	Row
0.789	Job motivation	1
0.814	Organizational Justice	2
0.734	Burnout	3

RESEARCH FINDINGS

The results of the normality test are presented in Table 3. Given the significance level of the test, which is more than 0.05, the null hypothesis is not rejected and the claim that the research data is normal is confirmed. In other words, the observed distribution is the same as the theoretical distribution and there is no difference between the two.

TABLE 3. K-S TEST TO CHECK THE NORMALITY OF VARIABLES

sig	Kolmogorov Smirnov	Variables Job
0.127	2.79 8	motivation
0.165	3.03 4	Organizational Justice
0.202	1/51 8	Burnout

As can be seen in Table 3, the significance value of all variables is greater than 0.05; Therefore, the null hypothesis based on the normal distribution of research variables is confirmed. Therefore, structural equation modeling using Amos software was used to confirm the model and test the hypotheses. The average test of a community was used to improve the status of the agents. According to the central limit theorem, the distribution of the statistical population is a normal distribution. Due to the normality of the distribution, in order to explain and interpret the research variables, a one-sample t-test with a test value equal to 3 (Test Value=3) and a 95% confidence interval (5% error) was used. In the mentioned test, if the P-value is greater than 0.05, the variable under study is not significantly different from the test value (ie number 3) and as a result, the examined factor is in the average in the statistical population; And if the P-value is less than 0.05, the variable is significantly different from the test value (ie number 3), in this case, if the mean of the factor was higher than 3, the factor is strongly in the statistical population. There is, and if the mean of the factor under study is lower than 3, the factor under study exists poorly in the statistical population. Table 5 shows the results of this test

TABLE 4. RESULTS OF ONE-SAMPLE-TEST FOR RESEARCH VARIABLES

95% confidence interval		Average	Sig	Df	T	Indicators
min	max	difference				

0.647	0.795	0.721	0.00	18	9.14	motivation
0.540	0.616	0.613	0.00	18	6.53	Organizational Justice
0.298	0.417	0.357	0.00	18	4.78	Burnout
				2	2	
				2	6	

Before entering the test phase of the hypotheses and the conceptual model of the research, the models for measuring the research variables were evaluated by factor analysis. First, the questionnaire questions were assessed as the items of assessment of research variables by the first-order factor analysis method. The following figure shows the first-order factor analysis model of the research.

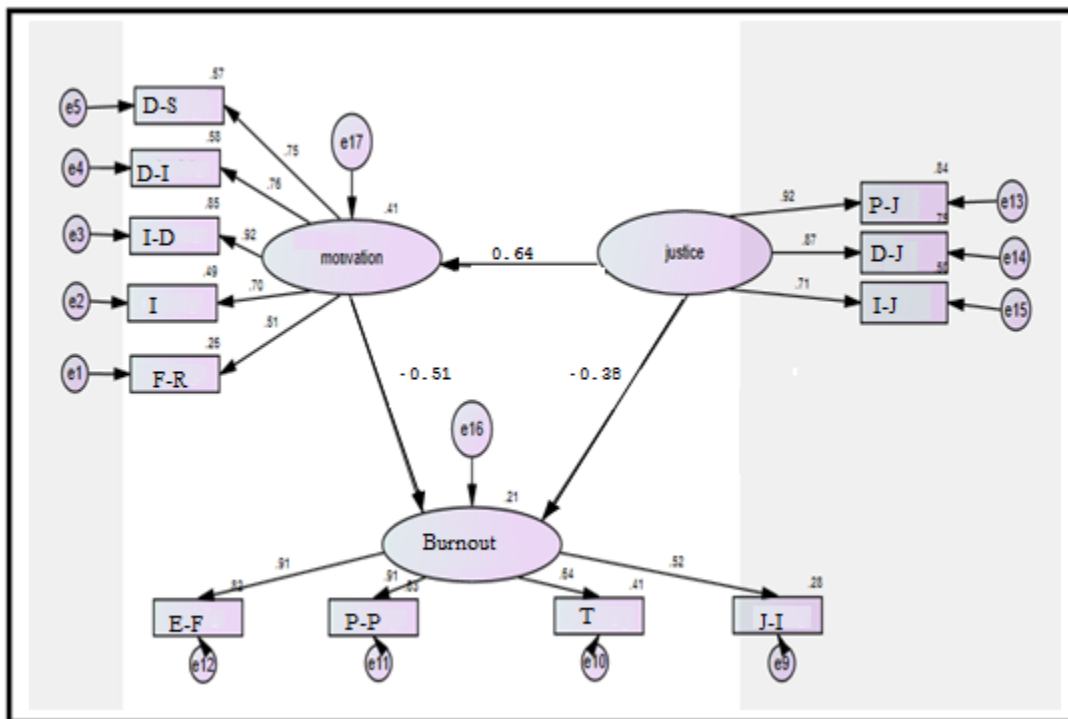


Figure1. Confirmatory factor analysis in standard mode

According to Figure 1 at the confidence level of 0.95, it can be said that the factor load value of all items is above 0.4; Therefore, apart from the ability due to the low amount of factor load, other questions related to research variables due to the high value of 0.4, have been able to evaluate the model well. In the present study, in order to test the significance of the hypotheses, two partial indices of critical value CR and P have been used. Based on the significance level of 0.05, the critical value should be greater than 1.96, the value of the parameter less than this is not considered important in the model, and values less than 0.05 for the value of P indicate a significant difference between the calculated value for regression weights with zero at the level Is 0.95.

DISCUSSION AND CONCLUSION

The main purpose of this study is to investigate the effect of job motivation and organizational justice on burnout of staff of Imam Khomeini Hospital in Amol. Because employee motivation leads to constructive and effective interactions in the organization, it is a vital element of an organization and has a significant impact on the quality of activities performed by employees, the personnel of organizations, to perform professional responsibilities and do things as Effective and high quality, they need to have the motivation and rule of justice in the organization. Therefore, in the present study, the effect of job motivation and organizational justice on burnout of staff of Imam Khomeini Hospital in Amol was investigated. . As shown in the output of Figure 1, it can be stated that the first hypothesis of the research has been confirmed at the confidence level of 0.95 and the path coefficient for motivation and burnout is -0.51, which indicates the negative and inverse effect of motivation on burnout. In fact, with the promotion of motivation, employee burnout decreases. This is in line with the researches of Mohammadi (1396) and Zarei (2015) according to which every organization needs a motivated force to advance its goals and if the person is not motivated enough. Unsatisfied and this reduces the person's efficiency, absence or low morale in the person and provides the ground for burnout, so the more motivated employees in the organization will work, the less burnout they will experience. Regarding the second hypothesis of the research, as shown in the output of Figure 1, it can be stated that at the confidence level of 0.95, the path coefficient for organizational justice and burnout is -0.38, which means that injustice in the organization can Employee burnout has a positive and high impact. As the results of Rastegar et al.'s (2015) research show, in fact, the intensification of burnout creates an intolerable work environment for employees. When justice in the organization is low, the frequency of unproductive or self-defeating behaviors among employees' such as fatigue, muscle weakness, boredom, absenteeism and resistance to change increases, so employees will experience high levels of burnout. Regarding the third hypothesis of the research, the output of Figure 1 shows that at the confidence level of 0.95, the path coefficient for organizational justice and burnout is equal to 0.64. This indicates the positive and direct effect of organizational justice on job motivation. In fact, with the promotion of justice in the organization, the motivation of employees in the organization increases and this finding is in accordance with the theory of justice and equality and the theory of expectation, for example based on the theory of expectation of people in return for what they bring to the organization. , Expect the service organization to compensate them, so meeting the expectations of employees in terms of justice can be a step towards greater employee satisfaction and thus more motivation in behavior and performance in their jobs..According to the research results, the following suggestions are made: - Although the positive and significant effect of job motivation and organizational justice on burnout has been confirmed, for this reason, strengthening the motivation and justice in the organization should be considered more than anything in this hospital. - Try to pay serious attention to creating internal motivation of the staff of this hospital and provide a written program in this regard.- Hospital managers and planners should pay attention to provide the necessary tools and support to staff, and among the appropriate solutions for this can be the appropriate award of incentive rewards and - Observing fairness and justice has had a positive and significant effect on reducing employee burnout, so managers in this field should provide sufficient time and capital in material and physical fields to obtain specialized work information, so that employees can Perform behaviors beyond their responsibility to perform constructive desire.

CONCLUSION

The results of research hypotheses show that improving employee motivation in the organization has a direct and effective role in reducing their burnout, which means that unmotivated employees are more exposed to burnout syndrome. In fact, the more motivation and interest to work among employees, the more. They will also feel less burnout. Also, the results of research hypotheses show that the observance of justice by managers and supervisors in the organization also has a negative and significant effect on burnout. The higher the perceived justice among employees, the greater the impact. It will reduce employee burnout and reduce it in the workplace and as a result will reduce its consequences such as absenteeism, leaving the service and increase the effectiveness and efficiency of employees' activities.

RESEARCH LIMITATIONS

The present study, like other studies, was influenced by the limitations mentioned below: Due to time and space limitations, only Imam Khomeini Hospital in Amol was considered and the conditions for studying the issue were not provided in a larger community. Due to the use of the questionnaire, only cross-sectional data were analyzed and the course of changes in personnel's views on independent and dependent variables of the research was not considered.

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